

Indiana Office of Management & Budget

Presentation to Wisconsin Governor's Commission
on Government Reform, Efficiency, and
Performance
August 12, 2016

Indiana Office of Management & Budget

HISTORY

- Executive Order 2005-02
 - OMB created by Governor Mitch Daniels upon taking office on January 10, 2005
- Ind. Code § 4-3-22-3
 - OMB codified in statute during 2005 legislative session

PURPOSES

- Strengthen governor's ability to oversee and manage state's fiscal policy
- Coordinate activities of separate state financial agencies
- Provide comprehensive oversight of state spending and budgeting practices
- Link state spending/budgeting with performance metrics/analysis

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STRUCTURE

- Agencies Reporting to OMB
 - State Budget Agency
 - State Department of Revenue
 - Department of Local Government Finance
 - Indiana Finance Authority
 - Office of State Based Initiatives
 - Office of Technology
 - Board of Tax Review
 - Government Efficiency and Financial Planning
 - Indiana Public Retirement System (INPRS is set-up to have independence but works with OMB)
 - State Board of Accounts (SBOA is set-up to have independence but works with OMB)

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STRUCTURE

- OMB Director
 - Leader of OMB
 - Serves as Indiana's chief financial officer (CFO)
 - Reports directly to governor
 - In addition to agency heads, OMB General Counsel and Policy Director serves as a key member of OMB leadership

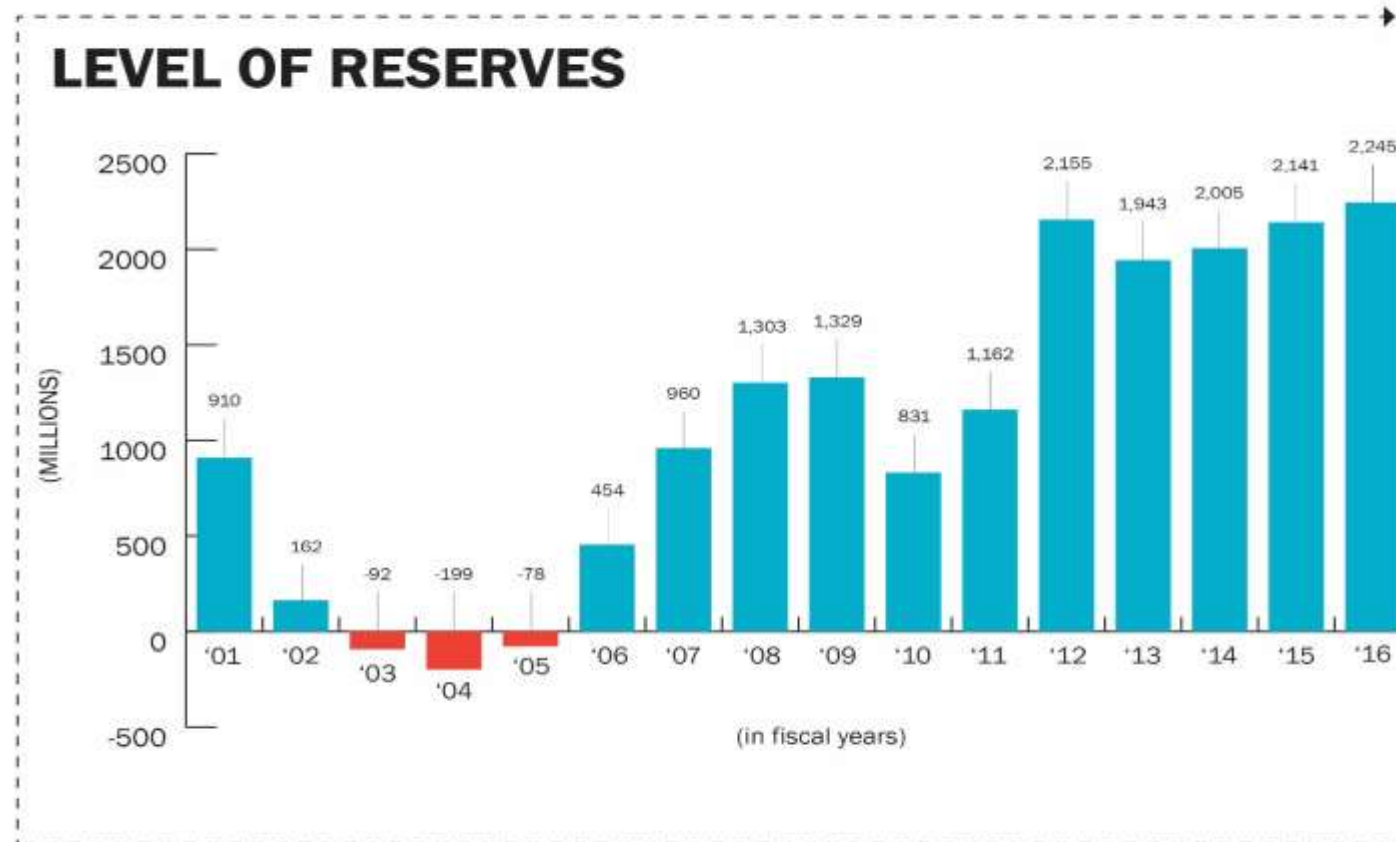
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SUCSESSES

- AAA Credit Rating (only 11 states to have this rating from all three rating agencies)
- Strong Business Environment
 - Indiana ranks 1st in the Midwest (8th nationally) in Tax Foundation's 2015 State Business Tax Climate Index
 - Indiana ranks 1st in CNBC America's Top States for Business 2016 - Cost of Doing Business
 - Indiana ranks 2nd in Area Development's Top States for Doing Business 2015 - Availability of Skilled Labor
 - Indiana ranks 2nd in Forbes' 2015 Best States for Business & Careers - Regulatory Environment
 - Indiana ranks 4th in the CNBC America's Top States for Business 2015 - Cost of Living
 - Indiana ranks 6th in Chief Executive's 2015 Best & Worst States for Business
 - Indiana ranks 9th in Site Selection's 2015 Top State Business Climate Ranking
- Honestly Balanced Budgets
- Record Reserves (\$2.245 billion @ FY16 close)

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SUCCESSSES



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SUCSESSES

- Indiana Toll Road Lease (\$3.8 billion up front; no maintenance costs for 75 years)
- Largest Income Tax Cut in Indiana History (\$580 million per year by FY22)
- Reduced State Vehicle Fleet
- Agency Performance Metrics
- Creation of Management and Performance Hub (inter-agency data sharing)

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CHALLENGES

- Clearly defining borders of OMB authority
- Maintaining performance metrics
- Rerouting traditional lines of communication between governor and financial agencies through OMB

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RECOMMENDATIONS

- Establish Direct Link to Governor
 - OMB director should have direct access to governor to effectively implement his vision
- Define OMB Authority
 - each dollar spent -VS- amount each agency receives
- Seek Big Umbrella
 - fold in as many fiscal, financial, and management agencies as possible
- Get Broad Buy-in on Performance Metrics
 - work with agencies and policy-makers to establish metrics
- Break Down Data Silos
 - harness the analytical power of integrated data analysis

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Questions?



**WISCONSIN DEPARTMENT OF
ADMINISTRATION**

Division of Facilities Management

***Presentation to
The Governor's Commission on Government Reform, Efficiency, and Performance***

Presenter: Cindy M. Torstveit, Administrator Division of Facilities Management

Date: August 12, 2016

Division of Facilities Management

Overview

The Division of Facilities Management is responsible for building management, maintenance, and tenant occupancy services for the DOA owned and managed portfolio and the enterprise real estate program for the entire state. Recently, the Division became responsible for the enterprise wide Continuity of Operations (COOP) and Continuity of Government (COG) functions. The Division has two bureaus as follows:

Bureau of Building Management

- Operates and maintains approximately 30 buildings totaling approximately 4 million square feet.
- Total staff approximately 155 (125 Full Time / 20 Temporary)
- Staff includes building management, janitorial (internal and contracted), trades (internal and contracted), base building construction project management and building control technicians.

Bureau of Real Estate Management

- Operates and manages the enterprise real estate portfolio equaling approximately 480 leases, 2.5M square feet and totaling \$48.4M in costs
- Administers billing and manages tenant improvements of the owned building portfolio including space allocation.
- Completes strategic occupancy planning, programming, design, and construction project management for all tenant improvement projects, maintenance projects and new building property development projects.
- Reviews and approves the sale, lease or purchase of state buildings and land for state agencies.
- Operates the State Capitol Tour desk and Museum.
- Total staff approximately 30 (15 Full Time / 14 Temporary)

Owned and Leased Real Estate Portfolio

DOA Owned and Managed Portfolio – Aprox. 4 Million Square Feet /30 Buildings (State Owned Space)

- Average 2011 Total Cost of Occupancy (TCO) across all space types and agencies = \$10.52 /GSF
- 2011 DOA Specific Average TCO across all space types = \$11.66/GSF
Includes “special use” buildings such as the State Capitol and the Executive Residence
- Vacancy rate = approx. 2%.
- Tenants include all seventeen agency departments, the Governor’s Office, the Legislature, the Supreme Court, as well as some of the attached boards to these groups.
- Building Management and Space Management Teams work with a facility liaisons from each tenant agency on the following: space needs, occupancy, moves, tenant improvement projects, new facility requests and management of all “build to suit” construction projects for the Enterprise Real Estate Section.

Enterprise Real Estate Leased Space Portfolio (External Private Leased Space)

- Approx. 480 leases , 2.5M square feet and totaling \$48.4M in costs (See attached FY16 Lease Report)
- Average of 148 lease transactions are processed per year (75 processed through 6/2016).
- Leasing Agents work with real estate liaisons in all seventeen agency departments, the Governor’s Office, the Legislature, the Supreme Court, as well the attached boards to these groups.
- Consult, coordinate and process all space requests, space searches, request for proposals, space evaluations and lease administration.
- Negotiate all lease transactions, acquisitions, dispositions, easements and develop all requests for proposals that include build to suit property development.

Owned and Leased Real Estate Portfolio Philosophy

- Provide safe and professional environments to cost effectively meet the business objectives and needs of the State, tax payers, and customers.
- Maintain a balanced portfolio to achieve both flexibility and cost savings for agency operations and ultimately tax payers.
- Build, operate and maintain buildings to achieve a 50 year useful life or longer.
- Operate buildings to achieve a low Total Cost of Occupancy.
(less than \$7/GSF not including debt service)
- Maintain a vacancy rate of less than 5% in the owned portfolio.
- Preserve and maintain the State Capitol while educating the public on the history of the building, and ensure a safe working environment for it's occupants and visitors.

Real Estate – Leased Portfolio “by the numbers”

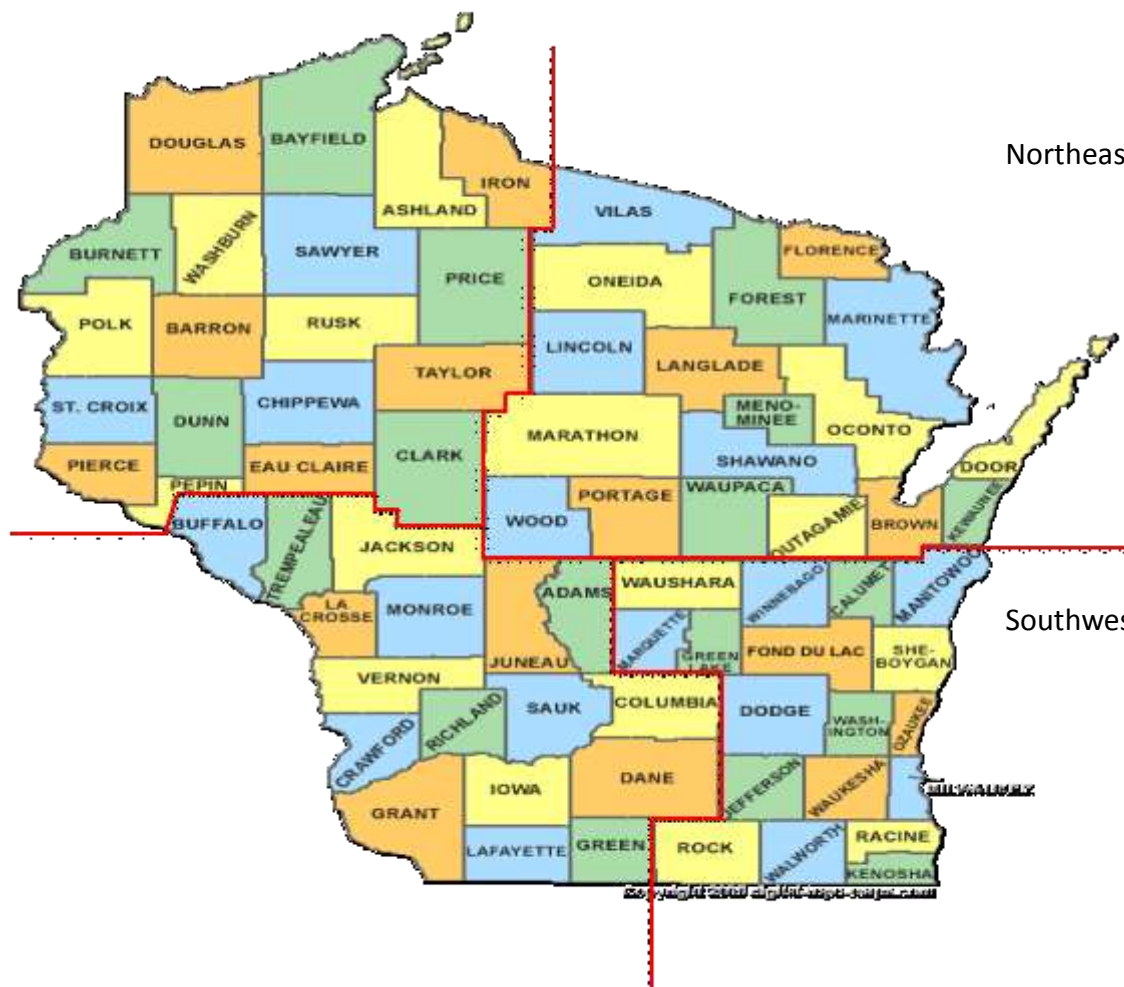
Leased Space By Region

Northwest Region : \$4M / 324,000 SF

Northeast Region : \$5.1M / 394,000 SF

Southwest Region : \$25.6M / 1.4M SF

Southwest Region : \$13M / 754,000 SF



Real Estate – Leased Portfolio “by the numbers”

NorthWest Region					
County	Space Use	Expenditures	Rentable SF	County Total FY Expenditures	County Total Rentable SF
Ashland	Mixed Use	\$ 136,484	8,174	\$ 551,759	32,879
	Office	\$ 266,710	16,294		
	Storage	\$ 148,565	8,411		
Barron	Office	\$ 182,534	11,319	\$ 182,534	11,319
Bayfield	Office	\$ 28,029	1,740	\$ 42,669	1,742
	Tower	\$ 14,640	2		
Burnett	Office	\$ 83,175	4,185	\$ 83,175	4,185
Chippewa	Land	\$ -	1	\$ 97,829	6,467
	Office	\$ 96,829	6,465		
	Tower	\$ 1,000	1		
Clark	Mixed Use	\$ 14,100	1,264	\$ 69,981	5,139
	Office	\$ 55,881	3,875		
Douglas	Mixed Use	\$ 21,943	7,312	\$ 234,079	22,066
	Office	\$ 203,506	10,854		
	Storage	\$ 8,630	3,900		
Dunn	Office	\$ 118,532	6,300	\$ 118,532	6,300
Eau Claire	Office	\$ 1,375,096	92,167	\$ 1,378,567	92,168
	Tower	\$ 3,470	1		
Iron	-	-	-	-	-
Pepin	Office	\$ 27,760	1,760	\$ 27,760	1,760
Pierce	Office	\$ 102,045	5,747	\$ 102,045	5,747
Polk	Office	\$ 117,028	9,746	\$ 117,028	9,746
Price	Office	\$ 33,802	2,347	\$ 30,802	2,348
	Tower	\$ (3,000)	1		
Rusk	Mixed Use	\$ 126,213	20,823	\$ 171,589	23,919
	Office	\$ 45,376	3,095		
	Tower	\$ -	1		
Sawyer	Land	\$ 500	1	\$ 137,629	15,694
	Office	\$ 137,129	15,693		
St. Croix	Land	\$ 5,693	1	\$ 544,875	23,606
	Mixed Use	\$ 251,325	9,210		
	Office	\$ 273,457	14,394		
	Tower	\$ 14,400	1		
Taylor	Office	\$ 47,981	2,943	\$ 47,981	47,981
Washburn	Office	\$ 61,569	5,700	\$ 77,670	10,501
	Storage	\$ 13,602	4,800		
	Tower	\$ 2,500	1		
Regional Total				\$ 4,016,502	323,567

NorthEast Region					
County	Space Use	Expenditures	Rentable SF	County Total FY Expenditures	County Total Rentable SF
Brown	Hangar	\$ 3,600	1	\$ 811,082	50,829
	Mixed Use	\$ 71,670	4,830		
	Office	\$ 678,212	44,628		
	Tower	\$ 57,600	1,370		
Door	Office	\$ 89,711	8,617	\$ 89,711	8,617
Florence	Office	\$ 12,360	1,000	\$ 12,360	1,000
Forest	Office	\$ 75,301	4,017	\$ 75,601	4,018
	Tower	\$ 300	1		
Kewaunee	Office	\$ 71,090	4,652	\$ 71,090	4,652
Langlade	Office	\$ 62,225	3,375	\$ 62,225	3,375
Lincoln	Office	\$ 142,352	7,830	\$ 142,352	7,830
Marathon	Lab	\$ 391,797	12,615	\$ 1,092,081	56,279
	Office	\$ 700,285	43,664		
Marinette	Lab	\$ 295,548	19,290	\$ 451,597	31,636
	Office	\$ 156,049	12,346		
Menominee	Office	\$ 18,876	1,309	\$ 18,876	1,309
Octono	Office	\$ 63,867	5,887	\$ 63,867	5,887
Oneida	Land	\$ 695	4,200	\$ 357,835	25,210
	Office	\$ 335,108	21,009		
	Tower	\$ 22,032	1		
Outagamie	Office	\$ 953,670	56,332	\$ 953,670	56,332
Portage	Office	\$ 274,198	18,418	\$ 274,198	18,418
Schwano	Land	\$ 3,064	1	\$ 223,988	18,338
	Mixed Use	\$ 67,348	10,420		
	Office	\$ 153,576	7,917		
Vilas	Office	\$ 77,147	6,978	\$ 77,147	77,147
Waupaca	Mixed Use	\$ 28,650	1,910	\$ 88,698	6,210
	Office	\$ 60,048	4,300		
Wood	Land	\$ 700	1	\$ 278,244	16,585
	Office	\$ 277,544	16,584		
Regional Total				\$ 5,144,621	393,672

Real Estate – Leased Portfolio “by the numbers”

SouthWest Region					
County	Space Use	Expenditures	Rentable SF	County Total FY Expenditures	County Total Rentable SF
Adams	Office	\$ 60,801	4,444	\$ 60,801	60,801
Buffalo	Mixed Use	\$ 21,006	6,240	\$ 62,308	9,153
	Office	\$ 41,302	2,913		
Crawford	Office	\$ 65,811	4,595	\$ 65,811	4,595
Columbia	Office	\$ 76,905	4,222	\$ 76,905	4,222
Dane	Lab	\$ 49,571	3,240	\$ 23,541,834	1,190,725
	Land	\$ 121,461	5		
	Mixed Use	\$ 4,672,337	225,249		
	Office	\$ 18,278,323	899,128		
	Storage	\$ 283,916	58,101		
	Tower	\$ 78,731	2		
	Warehouse	\$ 57,495	5,000		
Grant	Mixed Use	\$ 6,912	974	\$ 123,710	14,748
	Office	\$ 116,799	13,774		
Green	Mixed Use	\$ 16,379	3,023	\$ 104,854	8,198
	Office	\$ 88,475	5,175		
Iowa	Office	\$ 75,362	5,150	\$ 75,362	5,150
Jackson	Land	\$ 3,961	2	\$ 131,463	6,955
	Office	\$ 127,501	6,953		
Juneau	Mixed Use	\$ 32,247	2,850	\$ 83,367	5,730
	Office	\$ 51,120	2,880		
LaCrosse	Office	\$ 607,386	30,671	\$ 607,386	30,671
Lafayette	Office	\$ 59,852	3,260	\$ 59,852	3,260
Monroe	Land	\$ 2,400	1	\$ 206,959	10,290
	Mixed Use	\$ -	1		
	Office	\$ 199,559	10,285		
	Tower	\$ 5,000	3		
Richland	Mixed Use	\$ 35,573	2,702	\$ 83,295	6,031
	Office	\$ 46,235	3,328		
	Tower	\$ 1,488	1		
Sauk	Mixed Use	\$ 34,163	1,790	\$ 202,415	11,573
	Office	\$ 168,252	9,783		
Trempealeau	Office	\$ 89,229	4,857	\$ 89,229	4,857
Vernon	Office	\$ 64,565	4,909	\$ 64,565	4,909
Regional Total				\$ 25,640,117	1,381,868

SouthEast Region					
County	Space Use	Expenditures	Rentable SF	County Total FY Expenditures	County Total Rentable SF
Calumet	Office	\$ 138,163	9,521	\$ 138,163	9,521
Dodge	Office	\$ 231,123	11,592	\$ 231,123	11,592
Fond du Lac	Land	\$ 1,098	1	\$ 186,594	11,666
	Office	\$ 185,495	11,665		
Green Lake	Office	\$ 58,939	4,062	\$ 58,939	4,062
Jefferson	Mixed Use	\$ 39,283	2,796	\$ 193,744	10,124
	Office	\$ 154,460	7,328		
Kenosha	Office	\$ 578,282	31,208	\$ 578,282	31,208
Manitowoc	Mixed Use	\$ 65,000	9,000	\$ 238,133	18,919
	Office	\$ 173,133	9,919		
Marquette	Land	\$ 2,400	1	\$ 59,937	3,758
	Office	\$ 57,537	3,756		
	Tower	\$ -	1		
Milwaukee	Mixed Use	\$ 33,952	50,700	\$ 7,293,536	336,446
	Office	\$ 7,259,584	285,746		
Ozaukee	Office	\$ 104,595	5,466	\$ 1,144,897	66,898
	Office	\$ 1,135,605	66,897		
Racine	Tower	\$ 9,292	1	\$ 727,556	59,060
	Mixed Use	\$ 120,963	7,626		
Rock	Office	\$ 606,593	51,434	\$ 421,488	30,957
	Office	\$ 415,064	30,956		
Sheboygan	Tower	\$ 6,424	1	\$ 227,950	12,346
	Office	\$ 227,950	12,346		
Walworth	Office	\$ 227,950	12,346	\$ 227,950	12,346
Washington	Office	\$ 257,675	14,490	\$ 257,675	14,490
Waukesha	Office	\$ 673,178	46,221	\$ 731,008	54,121
	Storage	\$ 1,017	400		
	Warehouse	\$ 56,813	7,500		
Waushara	Office	\$ 241,837	21,502	\$ 384,184	34,504
	Storage	\$ 106,872	13,000		
	Tower	\$ 35,475	2		
Winnebago	Hangar	\$ 8,745	12,000	\$ 459,898	38,464
	Office	\$ 451,153	26,464		
Regional Total				\$ 13,437,700	753,601

Recent Real Estate Negotiations

Released 12 RFI/RFPs , negotiated over 75 leases, renewals and amendments and achieved savings of approximately 8% or \$3.8M. Two specific examples are as follows:

- ✓ Issued and RFP and negotiated the DHS Division of Health Care Access and Accountability lease which consolidated two locations, reduced square footage in Madison and achieved savings of \$470,000 annually.
- ✓ Negotiated a base rent savings of \$271,000 annually by consolidating two call center locations for DWD (Madison and Milwaukee) into one location and achieved a negotiated savings over the three year term of approximately \$780,000 compared to the next lowest proposer.

Negotiated a savings of \$4.5M on the purchase price of the Femrite Data Center, which achieved an operational savings of over \$1M per year totaling approximately \$8M over the remaining term of the lease and \$35M over the life of the 20 year bond.

Negotiated \$148,700 off of the purchase price for land for the Department of Military Affairs.

Owned and Leased Real Estate Portfolio

History

In 2005, DOA launched the Accountability, Consolidation and Efficiency (ACE) initiative, which consolidated certain administrative functions within DOA and set savings goals for asset sales and facility management.

While the overall savings were achieved through agency lapses, the asset and facility goals set by the prior administration were not achieved.

In 2011-2012 Governor Walker directed the division to reduce the state office space footprint, reduce the amount of rented space, find greater efficiencies, sell underutilized real property assets and ultimately provide significant cost savings for Wisconsin taxpayers.

In 2012-2013, the Division implemented and successfully completed the following:

- ✓ Inventory of all enterprise wide State real property assets
- ✓ Evaluation of DOA owned facilities to determine utilization, and repair or replacement needs
- ✓ Development of the Madison Real Estate Strategic Plan
- ✓ Investigation of Greater Milwaukee Real Property Assets and leases
- ✓ Review of existing leases with purchase options

Owned and Leased Real Estate Portfolio

Enterprise Wide Real Property Inventory & Asset Acquisitions and Dispositions

Using the financial information gained from the research conducted, DFM submitted a plan for the 2013-2015 Capital Budget which included purchase of the Femrite Data Center, Replacement of the Hill Farms Transportation Building, Milwaukee Crime Lab, and sale of the Badger Road Facility and underutilized property at the Hill Farms site.

In 2014, DOA conducted a survey of all enterprise wide real property assets and identified the potential sale of the following properties:

- Underutilized acreage at Hill Farms State Transportation Building, Madison
- T-Hanger at Dane County Regional Airport, Madison
- Telecommunications towers and related infrastructure, various locations statewide
- Northern Wisconsin Center, Chippewa Falls
- Underutilized acreage at the Southern Wisconsin Center, Union Grove
- Ethan Allen School, Wales
- Badger Road State Office Building, Madison
- Knapp House, Madison
- Wiscraft Workshop & Administration Buildings, Milwaukee
- Heating & Cooling Plant fleet, various locations statewide

Owned and Leased Real Estate Portfolio

Madison Real Estate Strategic Plan and the Hill Farms Re-development

The research conducted as part of the 2012 initiative and subsequent approval of the 2013-15 Capital Budget resulted in the Madison Real Estate Strategic plan and the Hill Farms Re-development Plan which included the following:

- Construction of a new more efficient 600,000 SF state office building and 1,700 stall parking structure; (2015-2018)
- Sale of underutilized land; and sale of the Badger Road State Office building; (2018)
- Consolidation of multiple state agencies and reduction of the number of locations from 32 to 21 in Madison and reduction of the state footprint by 80,000 SF. (2015-2018)

Example: The Dept. of Children and Families will consolidate from 7 locations into 1 location

- Reduction of the number of private leased space in Madison from 21 to 5 (2015-2018)

The Madison Real Estate Strategic plan and the Hill Farms Re-development Plan will achieve the following:

- ✓ Savings of over \$3M annually in operational costs,
- ✓ Reduction of the State foot print by 80,000 SF,
- ✓ Reduction of the number of private leases by 16,
- ✓ Sale of approximately 13 acres of underutilized land and the Badger Road State Office Building.

Owned and Leased Real Estate Portfolio

Greater Milwaukee Real Estate Strategic Plan

Beginning in 2013, DOA Leadership met with cabinet agencies to investigate long term goals and real estate needs in the Milwaukee Area. It was decided to further explore the following efficiency issues:

- The Milwaukee State Crime Lab Facility was beyond it's useful life with no space for expansion, or for consolidation of DOJ units;
- The DNR Regional Headquarters was beyond it's useful life and needed replacement;
- The DOT Aldridge Building was mostly vacant and DOT was exploring options for better utilization;
- The Milwaukee State Office Building was beyond it's useful life, and positioned to be in a desirable location for private development depending on the future of Milwaukee Bucks Arena;
- There were 17 leased sites in the City of Milwaukee, 9 in close proximity, and two that would require a major RFP soon for over 50,0000 square feet of space;
- Agencies were spread between multiple locations and looking for operational efficiencies.

Owned and Leased Real Estate Portfolio

Greater Milwaukee Real Estate Strategic Plan

Currently DOA has completed the following:

- ✓ Begun development of an RFP for a new Milwaukee Crime lab that would also consolidate DOJ operations.
- ✓ Met with various Milwaukee Community groups and Milwaukee County Officials regarding their long range plans.
- ✓ Met with State agencies to gather further details about long range plans and operational facility needs.
- ✓ Engaged an independent financial advisor to assist with development of a cost benefit analysis and recommendation on asset dispositions, acquisitions and lease agreements

The information compiled will be developed into a comprehensive cost benefit analysis and draft strategic real estate plan for review in the fall of 2016. The intent of the plan will be to reduce the State's footprint, reduce operational costs, increase operational efficiencies, and to the extent possible, spur economic development in the Milwaukee area. It will also be used to formulate various agency 2017-19 Capital Budget Requests.

Current Plans for further Efficiency Goals

The Division has identified multiple LEAN Projects within the Real Estate Section to achieve further efficiencies:

- Increase accuracy and completeness of customer agency space requests and information
- Reduce processing time for space requests, renewals, and budget approvals
- Improve negotiations and RFI and RFP Process
- Improve communication regarding status to customers and updated policies
- Set up benchmarking systems to measure improvements and efficiencies

Goals:

- ✓ New Forms for more efficient processing time
- ✓ New Training and Communication Plan
- ✓ Identification of Best Practices
- ✓ Increased savings to taxpayers

Possible Options for Efficiency

LEAN Initiatives on the following:

- Better coordination of the lease process
- Span of control for both owned and leased space
- Streamline of operations to save costs on janitorial services contracts
- Reduction of corrective maintenance and increase in preventative maintenance

Continue to evaluate Lease vs. Own to achieve best cost, flexibility and efficiency

Continue to evaluate lease and owned portfolios across state to look for potential consolidations and operational efficiencies

Optimize Space Management Software to track agency occupancy, vacancy and utilization

Optimize technology solutions to streamline resources and staff time

A photograph of a dense forest with sunlight filtering through the trees, creating a bright, hazy atmosphere. The image is framed by blue and orange geometric shapes in the top corners. Below the image is a green banner containing the title.

Local Government Dashboards and Their Use in Michigan

Michael W. Konecny, CPA
Consultant

Schenck 

Local Government Dashboards and Their Use in Michigan

▶ 1. **What are local government dashboards?**

- A single computer screen that easily summarizes important data and shares it with decision makers and citizens
- Summarizes significant volumes of data into a high level visualization
- Can indicate trends and variations from expected results

Local Government Dashboards and Their Use in Michigan

▶ 2. Why should dashboards be used?

- Increased demand for government accountability and delivery of efficient services with decreasing resources
- Increased skill level of government managers
- Designed to open data and provide meaningful information for easy review
- To provide greater public awareness and demand for visibility and accountability
- To build trust with citizens and stakeholders

Local Government Dashboards and Their Use in Michigan

▶ 3. How are scorecards and dashboards used in local governments?

- Intent is to summarize the “key performance indicators” that are of greatest interest to decision makers
- They are used to center board attention on strategic issues
- They can also demonstrate that routine services are operating within established parameters
- In summary, changing governments into performance-managed organizations

Local Government Dashboards and Their Use in Michigan

- ▶ **4. What is Michigan doing to expand the use of local government dashboards?**
 - In 2011, Michigan created the Economic Vitality and Incentive Program (EVIP) which changed the way that Revenue Sharing was distributed to local governments
 - One of the items necessary to receive EVIP funds required local units of government to make available to the public a “performance dashboard” or financial summary of its local finances, including a recognition of its unfunded liabilities

Local Government Dashboards and Their Use in Michigan

► 5. How is it working in Michigan?

- From a 2012 survey, only 10% of local leaders thought a dashboard would be effective at improving their jurisdiction's accountability and transparency or its ability to benchmark against other jurisdictions
- Only 8% thought a dashboard would be effective at improving their local government's overall performance

Local Government Dashboards and Their Use in Michigan

▶ 6. Why is it not working well in Michigan?

- Significant variation in reporting measures used
- Apparently some consistency in format, but a review of local websites indicate many differences, information not current
- Information too high level to be effective, deliberately vague; no benchmarks presented
- Lack of resources to compile information
- Redundant; local governments already monitor performance, income and expense

Local Government Dashboards and Their Use in Michigan

▶ 7. **How it could be improved for use in Wisconsin?**

- Create a prescribed format with consistent key performance indicators
- Involve local governments with input into key performance indicators
- Recommend that local governments develop and adopt performance goals
- Allow for optional information to be reported if desired by local government
- Consider holding training sessions for local government administrators and elected officials

A photograph of a dense forest with sunlight filtering through the trees, creating a bright, hazy atmosphere. The image is framed by blue and orange geometric shapes in the top corners.

THANK YOU!

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